❖ **Commonwealth Center**
FOR HIGH-PERFORMANCE ORGANIZATIONS, INC.

MODULE I: INTRODUCTION AND OVERVIEW OF THE HPO CHANGE MODEL

BUILDING HIGH-PERFORMANCE ORGANIZATIONS FOR THE TWENTY-FIRST CENTURY

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THREE QUESTIONS THAT NEED ANSWERS

***Why* are we here?**

***What* do we need to do?**

***How* do we get started?**

Why are we here?
(What is this all about?)

What it is not...

- Techniques
- A Cookbook

Why are we here?
(What is this all about?)

What it is…

- A focus on **HIGH PERFORMANCE**

Why are we here?
(What is this all about?)

- **Or better, a focus on**
  HIGH(er) PERFORMANCE

Defining HIGH PERFORMANCE

- What is high-performance for us?
- How would we know?
- According to whom?
- Why be high performance?

Building High-Performance Organizations

ORGANIZATION

What is it?

HP

- Quality
- Customer "Value"
- Financial Performance

How would we

Building High-Performance Organizations

WHAT ?

ORGANIZATION

What is it? **HP**

Unit

Team

“NOG’s”

Individual

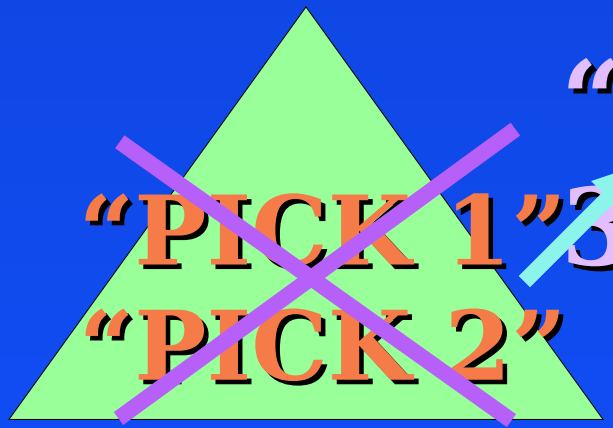
- **Quality**
- **Customer “Value”**
- **Financial Performance**

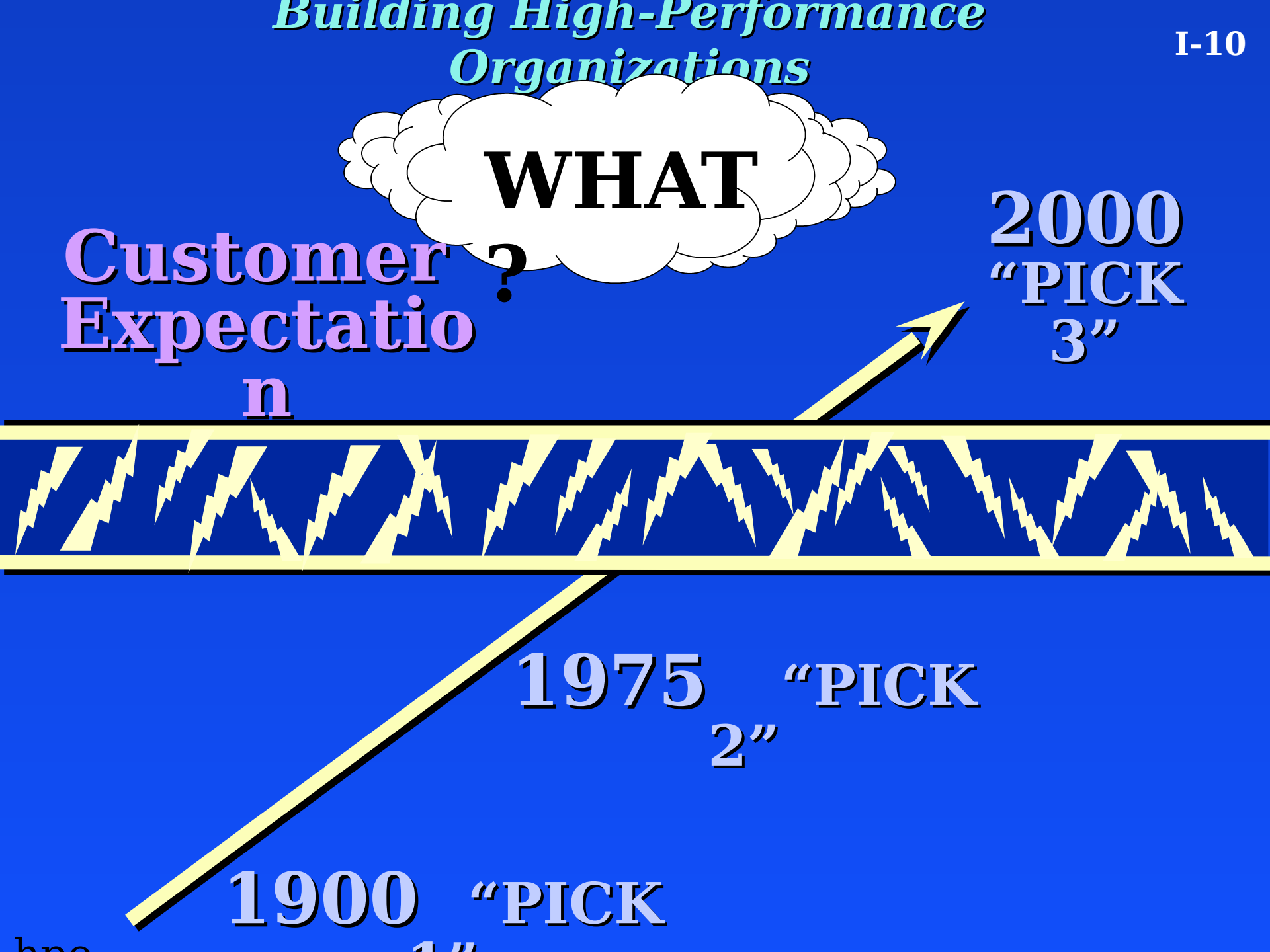
How would we

Building High-Performance Organizations

WHAT ?

Customer Expectation




WHAT ?
Customer Expectation
2000 "PICK 3"
1975 "PICK 2"
1900 "PICK 1"

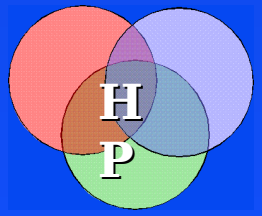
Building High-Performance Organizations

WHAT ?

ORGANIZATION

What is it? → **HP**

- Quality
- Customer "Value"
- Financial Performance



"PICK 3"

How would we

hpe

Building High-Performance Organizations

DEFINING QUALITY:

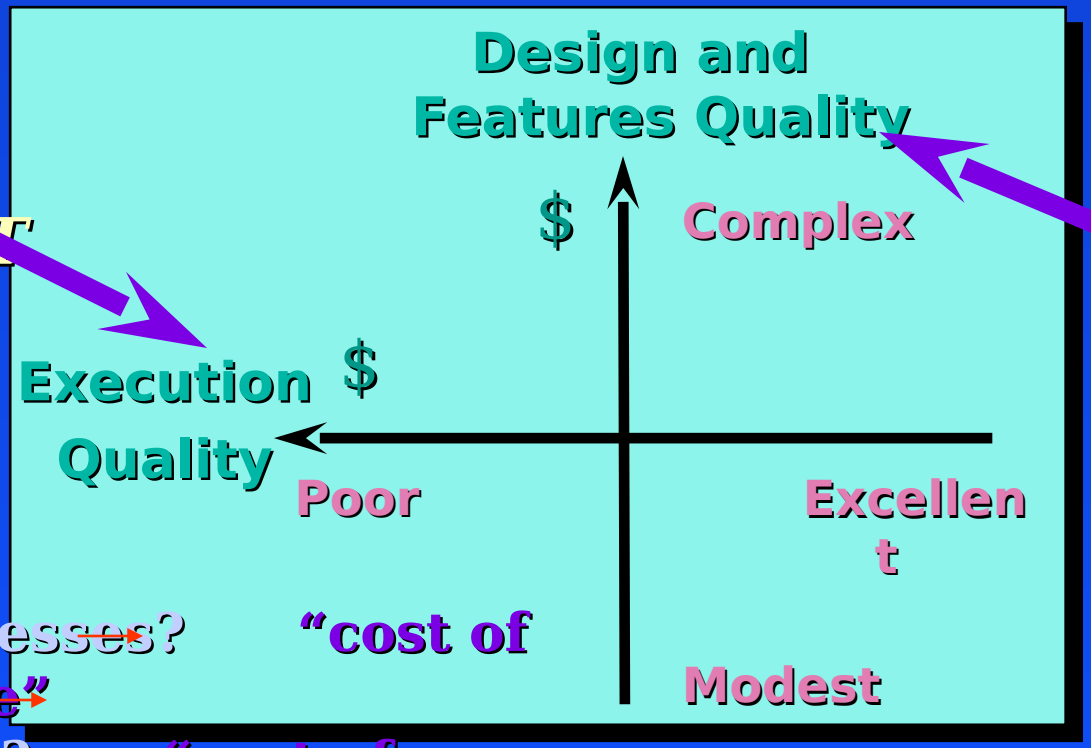
(Design and Features Quality versus Execution Quality)

OUTCOME

FOCUS
- **Right stuff?**
- **Right people?**

EFFECTIVE

EFFICIENT



PROCESS FOCUS
- **Right processes?**
- **Done right?**

"cost of compliance"

"cost of non-compliance"

Building High-Performance Organizations

WHAT ?

According to whom?

ENV

ORGANIZATION

What is it?

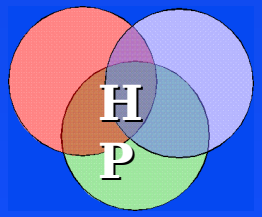
HP

- Customers
- "Stakeholders"

Food Chain

Beneficiaries

- Quality
- Customer "Value"
- Financial Performance



"PICK 3"

How would we

hpc

Building High-Performance Organizations

WHAT ?

According to whom?

ENV → **ORGANIZATION** → **HP**

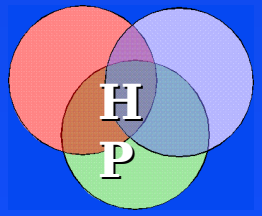
What is it?

- Customers
- "Stakeholders"
  - Food Chain
  - Beneficiaries

Why do we need to be high performance?

- Higher Moral Purpose
- Self Pride
- Survival

- Quality
- Customer "Value"
- Financial Performance



"PICK 3"

How would we

hpo

Building High-Performance Organizations

WHAT ?

According to whom?

ENV

LEADERSHIP
- Functions
- Philosophy
- Form

VISION

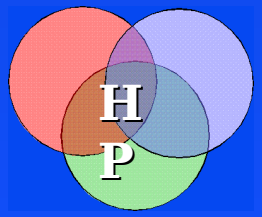
STRATEGY
STRUCTURE
SYSTEMS

VALUES

What is it?

HP

- Quality
- Customer "Value"
- Financial Performance



"PICK 3"

How would we

- Customers
- "Stakeholders"

Food Chain

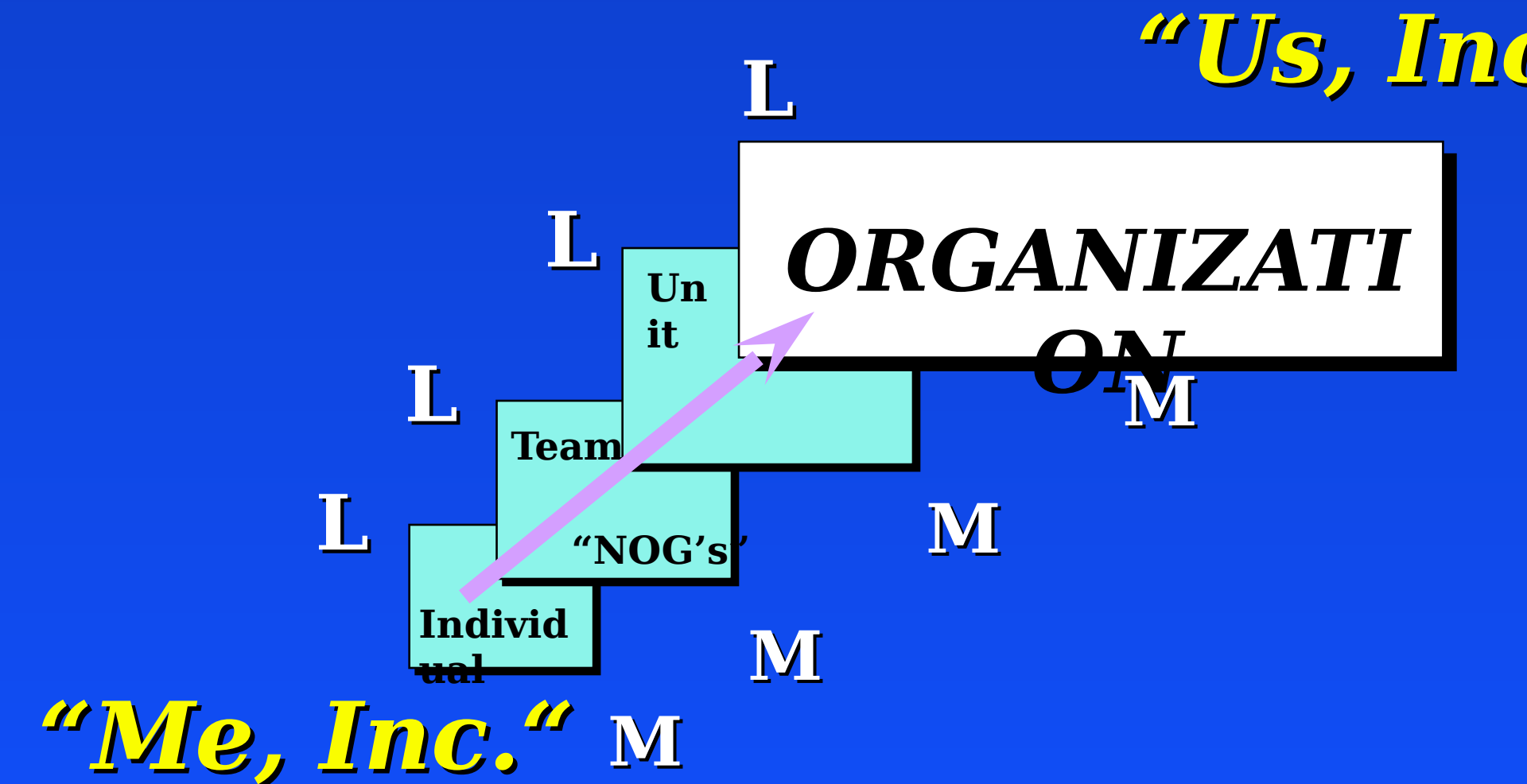
Beneficiaries

Why do we need to be high performance?

- Higher Moral Purpose
- Self Pride
- Survival

hpo

Alignment


"Us, Inc
L
L
L
L
Un
it
Team
"NOG's"
Individ
ual
ORGANIZATI
ON
M
M
M
M
"Me, Inc."

Building High-Performance Organizations

HOW?

How do we cause change to occur in organizations?

Top of O

NOG

(Naturally Occurring Group)

Individuals

Build a Change Mechanis